

CONCORDIA UNIVERSITY  
COMMERCE AND ADMINISTRATION FACULTY COUNCIL  
MINUTES OF MEETING  
FRIDAY, SEPTEMBER 26, 1986

In attendance: S. H. Appelbaum (Chairman)  
S. A. Alvi (Econ.), M. Anvari (DS&MIS), M. Armstrong (Econ.), V. Baba (Mana.), B. Barbieri (Mana.), L. Bessner (Acco.), R. Britton (CASA), R. Curnew (Acco.), C. Deli Quadri (CASA), M. Di Grappa (Rector's Off.), B. Desai (Comp.Sci.), I. Devine (Mana.), D. Doreen (DS&MIS), C. Draimin (Assoc.Dean), A. Farhoomand (DS&MIS), M. Feder (CASA), D. Gandhi (Fina.), A. Jalilvand (Fina.), J. Kelly (Mana.), P. Kenniff (Rector), M. Kusy (DS&MIS), D. MacDonald (Acco.), R. Martin (Reg.), L. McGown (Mktg.), R. McTavish (Mktg.), C. Potter (Fina.), R. Rohrluck (Lib.), J. Ryu (CGSA), P. Sidler (CASA), G. Smith (CASA), T. Tomberlin (DS&MIS), S. Wert (CGSA), F. R. Whyte (Vice-Rector, Academic), R. O. Wills (Assoc.Dean), F. Zottola (CASA).

Absent with  
apologies: U. de Brentani (Mktg.), C. A. Ross (Assoc. Dean) (K. Angleyo,  
U. N. KIRPALANI)

I Call to Order

The Chairman called the meeting to order at 09:40.

II Closed Meeting

There were no items for a closed meeting.

III Open Meeting

The Chairman requested a moment of silence in memory of Dr. Maurice Gold.

IV Approval of Agenda (CAFC-86-06A)

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. O. WILLS THAT THE AGENDA, CAFC-86-06A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

V Approval of Minutes of Previous Meetings (CAFC-86-04M and CAFC-86-05)

B. Barbieri noted that the minutes of the last meeting, CAFC-86-05M, page 2, motion to award the marketing medal, should be corrected to indicate that B. Barbieri was the mover.

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. O. WILLS THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD MAY 23, 1986, CAFC-86-04M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. O. WILLS THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD MAY 27, 1986, CAFC-86-05M, BE APPROVED AS AMENDED.

THE MOTION WAS CARRIED.

VI Chairman's Remarks and Question Period

The Chairman welcomed returning Council members and new members R. Martin, A. Farhoomand, B. Desai and T. Tomberlin and introduced the student representatives. A warm welcome was also extended to newly appointed faculty members K. Gheyara, Department of Accountancy, P. Leventhal, Department of Finance, R. Lande, Department of Management, B. MacGibbon-Taylor, F. Nebebe, D. Kira and A. Shaffat, Department of Decision Sciences and Management Information Systems.

The Chairman congratulated A. Jalilvand and A. Rahman for receiving the 1986 ASAC Best Paper Award and noted the Faculty's excellent representation at the 1986 ASAC Conference which included Professors Devine, Dyer, Deshpande, Gandhi, Jamal, Johns, Bayne, Farhoomand, Goyal, Politoff and Satir.

The Dean announced that Associate Professor D. F. MacDonald had accepted the appointment as Acting Chairman, Department of Accountancy, effective immediately until May 31, 1987. He advised that a Scholarship Fund in memory of the late Maurice Gold had been established at the request of his family and donations were to be directed to Marilyn Howell, Office of the Dean. He also noted that the AACSB had cancelled their proposed International Business Conference, which was to have been hosted by Concordia in the Spring, due to financial considerations.

With regard to the direction of the Faculty for the coming year, the Chairman stated that emphasis would be on the undergraduate curriculum review in line with the Faculty's commitment to computer literacy, and implementation of the Business Communications course. He noted that these issues would be addressed by Associate Dean Wills, Chairman, Undergraduate Curriculum Committee.

In conclusion, the Chairman stated that he looked forward to another year of legitimate controversy and opened the floor to questions.

C. Potter asked how the Chairman planned to rectify the current imbalance of representation on the Dean's Personnel Advisory

Committee. The Chairman advised that he would look into the matter.

Dr. Patrick Kenniff - Rector's Address

Dr. Kenniff reported that in light of the positive and encouraging spirit of Wednesday's meeting with the National Assembly Commission on University funding, he was optimistic that there would be amendments to the funding formula before the end of 1986. He noted that Concordia was well represented at the event with the student, part-time faculty and library groups presenting briefs which displayed a convergence of views and one common theme - support for and pride in our institution.

With respect to the direction of the University, Dr. Kenniff advised that with the restructuring of Senate and the sub-committees of Senate in place, the Academic Planning and Priorities Committee will begin to determine future trends by analyzing internal data, i.e. enrolment statistics, and consulting with our sister institutions. He noted that last year, full-time enrolment exceeded part-time enrolment for the first time. Dr. Kenniff commended the excellent work of the CCMS and the CTMC as trend setters in education and an example of what continuing education would be in the future. He noted that addressing the needs of the mature student in terms of employment advancement and career change programs would likely be a focus point for the future.

Dr. Kenniff outlined current issues of concern: possible tuition increases, academic materials fee, suspension of contributions to the pension plan, reduction to the 1986-87 deficit. Rather than address each issue, he indicated that he would answer questions from the floor.

In response to L. Bessner's question on the hiring of professional consultants for the Capital Campaign and the Benefits Committee rather than calling on internal expertise available in the Commerce Faculty, the Rector advised that after the mid-point audit of the Campaign conducted last Spring, it was decided that Phase II required a change in direction to assure success. To this end, the professional firm, Ketchum Canada Corporation, was hired on the basis of their excellent reputation in North America and their demonstrated success at Universite Laval. A strong case for support of the Campaign and new literature has now been developed for the eighteen months scheduled for Phase II. Dr. Kenniff stated that he was confident that Concordia would exceed the original objective as did the Universite Laval. With regard to internal expertise, he indicated that he was in favor of employing Commerce talent when appropriate and noted that he had discussed this issue last Spring with Dean Appelbaum. He added that in matters requiring consultation, the importance of objectivity was primary and he reserved the right to decide where internal expertise would most



advantageous to the University.

J. Ryu asked why the academic materials fee was applied to Business Research courses which do not require any materials. Dr. Kenniff replied that by government agreement the fee was applied across the board for all credit courses as stated in the Policy Governing the Levying of Charges Related to Courses and Other Credited Activities which was issued from the Rector's office in early September. Exceptional cases, he advised, should be brought to the attention of department heads. He further explained that there would be no benefit to the University in overcharging in that the administration must provide a detailed report to the government justifying these charges, unjustified charges would be deducted from the University's government funding.

G. Smith asked why students taking 30 credits were charged \$105. when Claude Ryan had indicated that the maximum fee would be \$100. The Rector replied that the \$3.50 per credit charge had been approved by the Ministry of Education.

M. Anvari asked if the Rector was in favour of the Faculty's innovative methods of increasing revenues and if so, what portion of the income generated could be maintained by the Faculty. Dr. Kenniff responded that he was highly supportive of this approach and that he was open to discuss a sharing formula that would be beneficial to both the Faculty and the University. He noted that he had stated his opposition to the current government funding formula which destroys such initiatives.

J. Ryu stated that the students were concerned about the possibility of increased tuition fees and asked what should be expected. Dr. Kenniff stated that the academic materials fee was mandatory and not, in his opinion, an ideal way of coming to terms with the need for a satisfactory long term funding formula. He pointed out that current tuition fees accounted for only 10% of the University's revenues and while the government might consider raising the tuition freeze, it is expected that improvements in student loans, bursaries and scholarships would also be considered.

R. Britton asked if the academic materials fee had been implemented in lieu of raising tuition fees and what portion of the fee would in fact be used for materials. The Rector assured him that 100% would be applied to material costs and reiterated that surplus monies collected would be deducted from the University's government grant.

In response to G. Smith's question on the how University accounts for the total \$1.8M collected, the Rector advised that \$1.3M would cover material costs, \$500,000. will be distributed among the Faculties to compensate for lost revenues.

J. Kelly noted the decline in the morale of the University community, exacerbated by the academic materials fee and the hold back on pension contributions, and asked how this situation could be improved. Dr. Kenniff replied that low morale was inevitable in times of financial uncertainty, however, he was optimistic that, with continued improvement of internal communication and information sharing and the positive response of the National Assembly Commission, the situation would be dealt with.

S. Alvi stated that the decline in morale was linked to the administration's lack of consultation and noted the pension plan decision as an example. Dr. Kenniff replied that the University community had been consulted about the annual report, budget proposal, the brief for the National Assembly Commission and added that although there is always room for improvement, there was no lack of willingness to consult. He further noted that the Benefits Committee had been consulted with regard to the pension plan and, in fact, it was the right of the employer to make a decision of this nature without consultation.

The Chairman thanked Dr. Kenniff for addressing the concerns of the Faculty.

## VII Business Arising from Previous Meeting (CAFC-86-04M)

### 1. Report on the status of the Committee to Review and Expand the Mission/Strategy

R. McTavish reported that the Committee had met several times during the summer and had recently forwarded a questionnaire to the departments. He noted that two main concerns were (1) obtaining external data, i.e. industry, other business schools and (2) finding an effective method of synthesizing the data after collection and asked for guidance from Council members. Consideration was being given to sponsoring a two to three day session inviting faculty and external consultants to examine the data gathered and to identify the focal points. A lengthy discussion followed during which the following suggestions were put forth:

- . seek external input, include corporate representation
- . incorporate external input with internal input including part-time faculty feedback
- . reserve Lacolle Centre for one - two day period for meeting to include Dean, faculty representation and external representation
- . during this meeting, establish a theme
- . add strategic planning in line with established theme
- . present draft proposal to Council for discussion.

VIII Reports from Standing Committees

1. Commerce Graduate Studies Committee

On behalf of C. Ross, C. Draimin reported that the Ph.D. in Administration program had admitted four new students for a total enrolment of eighteen students, N. Church's Thesis Defence was scheduled for October and N. Ursel had been awarded the \$10,000. Suncor Scholarship. He further reported an increase in the MBA September enrolment a decline in the Diploma Programs' enrolment and that the EMBA had launched the second year with 35 students. In conclusion, he advised that M. Romaniak had been appointed Program Administrator for the Diploma in Accountancy Program and that work was continuing on the M.Sc. program.

2. Commerce Undergraduate Curriculum Committee

With respect to the Business Communications course, R. O. Wills advised that Professors Devine and English had been appointed to determine a method of implementation which he expected to present to Council by December 1986.

XI Reports from Faculty Representatives on University Committees

1. University Senate - There was no report.

2. Arts and Science Faculty Council - There was no report.

3. Academic Programmes Committee - There was no report.

4. Board of Graduate Studies

C. Draimin advised that Dr. Manfred Szabo had been appointed Dean of Graduate Studies replacing Dr. S. French. The Council commended S. French for his excellent performance as Dean of Graduate Studies.

5. Computer Science Sub-Committee - There was no report.

6. Library Committee - There was no report.

7. C.A.S.A.

V. V. Baba announced that the first meeting of C.A.S.A. would take place in November and that the deadline for seed grants was October 31, 1986. He advised that faculty members needing help with grant proposal could contact him or the University Research Office.



8. Visiting Lecturers Committee

A. Jalilvand advised that Barbara McDougall had been contacted to address the privatization issue.

9. Board of Governors

C. Draimin reported that the Board of Governors had approved the suspension of contributions to the pension plan and noted that this had already been well published. With regard to the academic materials fee, he stated that with the possible exception of a handful of part-time faculty, the policy was well known.

P. Sidler asked if professors were limited to a maximum of 200 copies for all courses taught. C. Draimin replied that he had not heard of such a policy but the restrictions originate at the department level.

G. Smith noted that students were not as concerned about the charge as they were about not receiving the same amount of materials as they had received last year. S. Wert stated that the Graduate students had the same complaint. C. Draimin pointed out that the fee was not intended to provide each student with \$10.50 in materials per course and suggested that the reduction in material may be due to the fear of infringement of copyright regulations which are being strictly enforced. It was agreed that C. Draimin would meet with the CASA and CGSA students to discuss the implications of the academic materials fee.

X New Business

1. Notice of Motion (CAFC-86-06A-01)

V. V. Baba read the notice of motion and advised that normally the topic would be discussed at the next meeting of Council. It was agreed that no further discussion was required.

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. O. WILLS

BE IT RESOLVED THAT THE NAMES OF MASTERS  
AND GRADUATE DIPLOMA STUDENTS WHO MAKE THE  
DEAN'S HONOR LIST BE RECOGNIZED IN THE SAME  
WAY UNDERGRADUATE STUDENTS GRADUATING WITH  
DISTINCTION ARE RECOGNIZED.

THE MOTION WAS CARRIED UNANIMOUSLY.

2. Part-time Faculty Representation (CAFC-86-06A-02)

The Chairman advised that the Faculty Council Steering Committee had recommended that this issue be referred to the departments for feedback and dealt with at the October meeting of Council.

M. Anvari advised that the Arts and Science Faculty Council had recommended to Senate that part-time faculty have representation on their Faculty Council.

XI Other Business

1. Faculty Elections

i) Faculty Council Steering Committee (1 year term)

The following faculty were elected by acclamation:

A. Jalilvand, Secretary  
D. MacDonald  
U. de Brentani

*INSERT MOTION:*

ii) Faculty Elections Officer (2 year term)

K. Argheyd was elected by acclamation

iii) Ad Hoc Committee on Prize Awards

V. V. Baba, Chairman, Department of Management  
D. MacDonald, Chairman, Department of Accountancy  
D. Gandhi, Chairman, Department of Finance

Associate Dean B. Barbieri was appointed Chairman of the Committee. The student associations will inform B. Barbieri of the names of their representatives.

XII Next Meeting

The next regular meeting of Faculty Council will take place on Friday, November 28, 1986 at 09.30 in Room GM503-48 (SGW Campus).